Effectiveness of Grievance Handling Mechanism

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Abstract

A grievance is any discontent or feeling of unfairness and in the workplace, it should pertain to work. The objective of this paper is to determine the effective handling of the grievances faced by an employee. The study identifies the most common factor for arising the grievances are wages and salary, working environment, promotions, transfer, lack of communication, inter-departmental relationship, etc. The study also looks for the root of grievance faced by an employee, grievance handling techniques, and the management procedures of resolving the grievances. Effective grievance handling is an essential part of cultivating good employee relations and running the organization smoothly, successfully and gaining the good productivity of work.

Keywords: Grievance, Grievance Handling Techniques

I. INTRODUCTION

A grievance can be defined as any sort of dissatisfaction, which needs to be redressed in order to bring about the soft functioning of the individual in the organization. Broadly, a grievance can be defined as any dissatisfaction with any aspect of the organization. It can be real or imaginary, legitimate or ridiculous, rated or unvoiced, written or oral; it must be however, find expression in some form of the other.

   Usually grievance relate to problems of interpretation of perceived non-fulfillment of one's expectation from the organization. Aggrieved employees usually manifest defiant behavior.

The grievance procedure can be divided into two parts:-

- A formal grievance redressal process and

- An informal process of grievance handling

A. Forms of Grievances

A grievance may take any one of the following forms: (a) factual, (b) imaginary, (c) Disguised

1) Factual
A factual grievance arises when legitimate needs of employees remain unfulfilled, e.g. wage hike has been agreed but not implemented citing various reasons.

2) Imaginary
When an employee's dissatisfaction is not because of any valid reason but because of a wrong perception, wrong attitude or wrong information he has. Such a situation may create an imaginary grievance. Though management is not at fault in such instances, still it has to clear the 'fog' immediately.

3) Disguised
An employee may have dissatisfaction for reasons that are unknown to him/his. If he/ she are under pressure from family, friends, relatives, neighbor's, he/she may reach the work spot with a heavy heart. If a new recruit gets a new table, this may become an eyesore to other employees who have not been treated likewise previously.

B. Causes:

Grievances may occur for a number of reasons; the reasons are listed and explained below,

1) Economic
Wage fixation, overtime, bonus, wage revision, etc. Employees may feel that they are paid less when compared to others.

2) Work environment
Poor physical conditions of workplace, tight production norms, defective tools and
Equipment, poor quality of materials, unfair rules, lack of recognition, etc.

3) *Supervision*

Relates to the attitudes of the supervisor towards the employee such as perceived notions of bias, favoritism, nepotism, caste affiliations, regional feelings, etc.

4) *Work group*

Employee is unable to adjust with his colleagues; suffers from feelings of neglect, victimization and becomes an object of ridicule and humiliation, etc.

5) *Miscellaneous*

These include issues relating to certain violations in respect of promotions, safety methods, transfer, disciplinary rules, fines, granting leave, medical facilities, etc.

II. STATEMENT OF THE PROBLEM

To understand the grievance handling procedure which are currently followed at International Airport, Tiruchirappalli. And also to find how far the grievances are redressed effectively, and finding a gaps in redressing the grievance handling effectiveness.

III. OBJECTIVES OF THE STUDY

- To study about the grievances faced by employees of International Airport, Tiruchirappalli.
- To examine the relationship between the employer and employees.
- To find the effective redressal of grievances at middle level management.
- To find the employee satisfaction after the redressal of grievance.
- To make suggestions for grievance handling procedures.

IV. RESEARCH METHODOLOGY

Descriptive method is used as a research methodology for making a brief study about the grievances. A pilot survey is conducted to analysis the grievance handling procedures in an International Airport, Tiruchirappalli.

A. *Data Collection*

Both primary and secondary data are used for this study.

1) *Primary Data*

The primary data is collected through the structured questionnaires which are related to grievance handling procedures followed by International Airport, Tiruchirappalli. For the collection of primary data, explanations are provided by word of mouth (whenever required).

2) *Secondary Data*

Secondary data are collected from the previous research papers, online sources, journals published on the internet, etc.

3) *Sampling Design*

Convenient Sampling technique is used for the study. For the pilot survey, a sample size of 75 respondents is taken into an account.

V. DATA ANALYSIS AND INTERPRETATION

Data are collected from 5 departments and each department consists of 15 respondents. The departments are listed below,

- Fire and Safety
- Executives
- Central Industrial Security Force (CISF)
- BADRA
- Air Traffic Control (ATC)

A. *Percentage Analysis*

Variables	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	N	%	N	%	N	%	N	%	N	%
Employer- Employee Communication	10	13.33%	13	17.33%	17	22.66%	20	26.66%	15	20.00%
Wages and Salary	30	40.00%	10	13.33%	20	26.66%	10	13.33%	5	06.66%
Working Hours	20	26.66%	18	24.00%	12	16.00%	15	20.00%	10	13.33%
Training	16	21.33%	26	34.66%	8	10.66%	20	26.66%	15	20.00%
Transfer	5	06.66%	25	33.33%	10	13.33%	5	06.66%	30	40.00%

N- No. of Respondents   Source: Primary Data

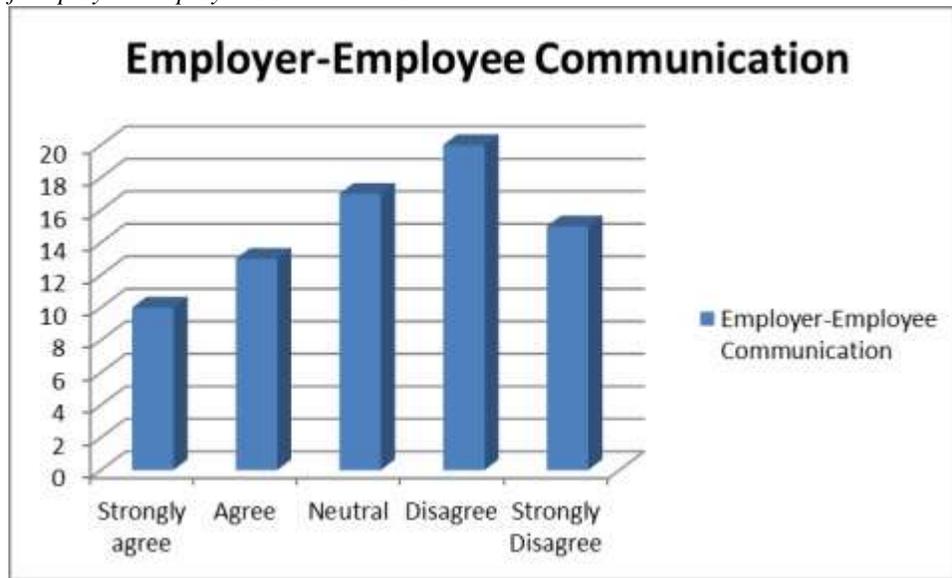*1)* *Interpretation of Employer- Employee Communication*

Fig. 1: Employer- Employee Communication

a)   Inferences
-    According to the interpretation, the maximum number of employees disagree the communication between employer-employee in the organization.

-    Minimum number of employees only agrees strongly there is a communication between the employer-employee.

2) *Interpretation of Wages and Salary*

Fig. 2: Wages and Salary

a)   Inferences
-    In the interpretation on wages and salary shows that the majority of employees are strongly agree the pay policies followed in the organization.

-    There is only few employees strongly disagree the pay policies

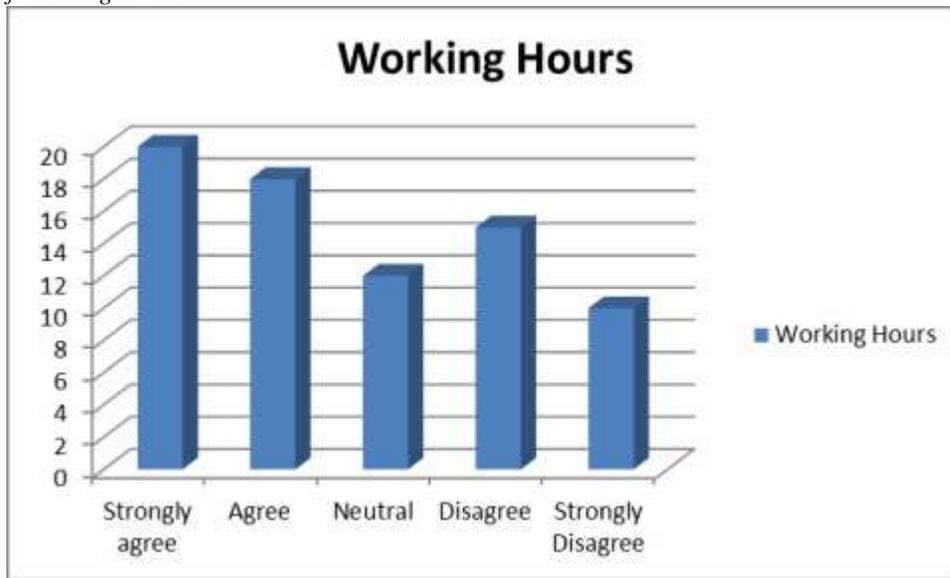*3)* *Interpretation of Working Hours*

Working Hours

Fig. 3: Working Hours

a)   Inferences
-    From the interpretation of working hours, major numbers of employees are strongly agreeing the shift basis followed by the organization.
-    Only few employees are strongly disagree the shift basis of the work.
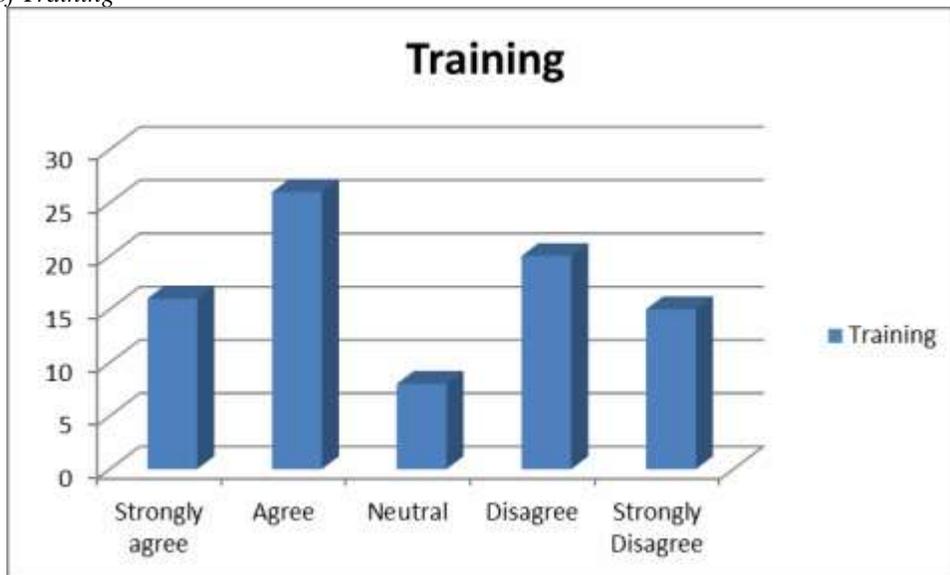
4) *Interpretation of Training*

Training

Fig. 4: Training

a)   Inferences
-    From the above interpretation of training, majority employees are agreeing the training is provided to them as productive one.
-    The few employees stay in neutral about training, where it is not productive to them.
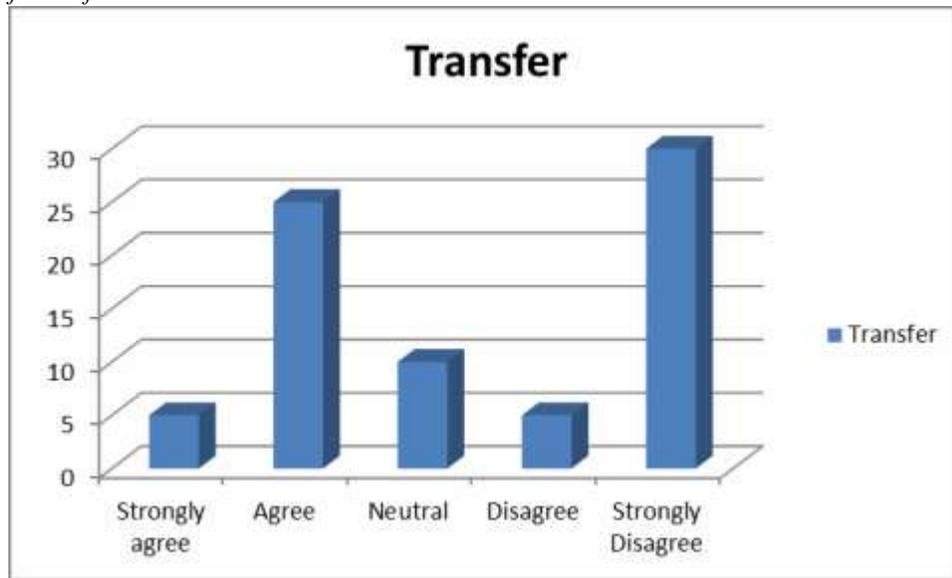
5) *Interpretation of Transfer*

Fig. 5: Tranfer

a)   Inferences
- From the interpretation of transfers, the maximum employees disagrees strongly the transfers which makes them to feel discomfort.
- The equal number of employees are accepts the both strongly agrees and disagrees the transfer policies.

B. *Findings*

- 26.66% of the employees are disagrees the communication between the employer-employee in the organization about the grievances related issues.
- 40% employees strongly agree the wages and salary policies followed, and they doesn't having grievances in large number.
- 26.66% employees strongly agree the working hours in an organization and shift basis about 8 hours with three shifts are more flexible to do their job efficiently.
- 34.66% employees agree that the training provided by the organization is very useful to climb up in their careers.
- 40% employee strongly disagree the transfer made are not useful to them, and they feel about family, children education, etc., are affected by the transfer policies.

VI. CONCLUSION

From the study, it concludes the few changes in organization policies and procedures to increase the productivity from the employees. The management has to improve the communication part to their employees about their issues. The organization must reduce the transfers frequently, and provides more training to their employees. The grievances are effectively redressed in the organization and the speed and time must be increased to redress the grievance faster and these helps to reduce the grievances in the organization.

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